



The Best of Both Worlds: Developing LCC Performance Measures based on Success in Socioeconomic and Natural Resource Sectors

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The Landscape Conservation Cooperatives

A Forum for States, Tribes, Federal agencies, Tribes, universities, and other groups to work together.

Are they Federal?

Not really

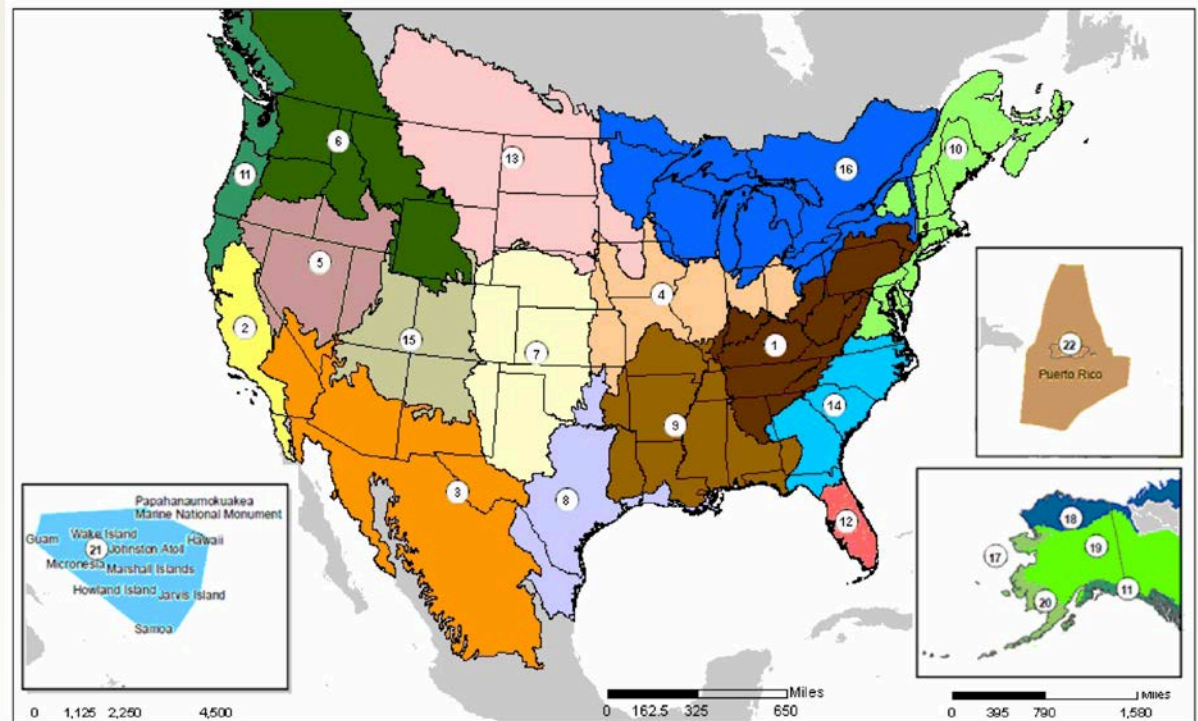
What is their role?

Value added

Who should they report to?

Congress? OMB? DOI?

How can they track success?



Mission of the LCC Network

A network of cooperatives depends on LCCs to:

- Develop and provide integrated science-based information about the implications of climate change and other stressors for the sustainability of natural and cultural resources;
- Develop shared, landscape-level, conservation objectives and inform conservation strategies that are based on a shared scientific understanding about the landscape, including the implications of current and future environmental stressors;
- Facilitate the exchange of applied science in the implementation of conservation strategies and products developed by the Cooperative or their partners;
- Monitor and evaluate the effectiveness of LCC conservation strategies in meeting shared objectives;
- Develop appropriate linkages that connect LCCs to ensure an effective network.

Project Steps:

1. Interviews with LCC Coordinators to identify needs and criteria
2. Guidance from LCC Performance Measures Working Group (WG)
3. Review of LCC documents on missions, goals, and objectives of LCCs
4. Review of performance measures frameworks from different sectors
5. Interviews with users/experts of favored frameworks
6. Presentation of Performance Measures frameworks to WG
7. Identification of Performance Measures framework and measures for LCCs

Results: LCC Coordinator Interviews

Coordinators see value in network level measures and they support the development of measures, BUT...

1. They don't have the capacity for measures
2. They prefer tracking outcomes, not outputs
3. They want flexible measures in response to changing conditions
4. They don't want network wide measures to undermine their autonomy
5. They are skeptical that measures can reflect both autonomy AND be meaningful
6. They are concerned that federal mandates for measures will alienate partners
7. They think that the network may be too diverse for common measures
8. There is a history of meaningless measures (bean counting) at the federal level



Results: Performance Measures Criteria

We determined that the Performance Measures Framework should:

1. Support and result in measures that are meaningful to LCCs
2. Inform federal funders without making LCCs federal
3. Inform federal funders without top-down mandates
4. Reflect autonomy and diversity among LCCs
5. Reflect partnership and collaboration
6. Help unify LCC network rather than causing competition
7. Be iterative and flexible
8. Be sensitive to indigenous people as well as other partners
9. Focus on outcomes rather than tasks or processes
10. Accommodate differences among LCCs (in stage of development, types of resources or stressors, and rate of change)
11. Consider technological needs and limitations
12. Accommodate change over time as needs and trends change
13. Be sustainable even with staff turnover

Are there other fields with success in Performance Measures across large landscapes?

Human Health – Global Burden of Disease Study 2010

Commissioned by the World Bank

Common measures worldwide

Dramatic changes in mortality & disease



Education – No Child Left Behind (2001)

Attempted to institute common, measurable goals

Standards set by each State

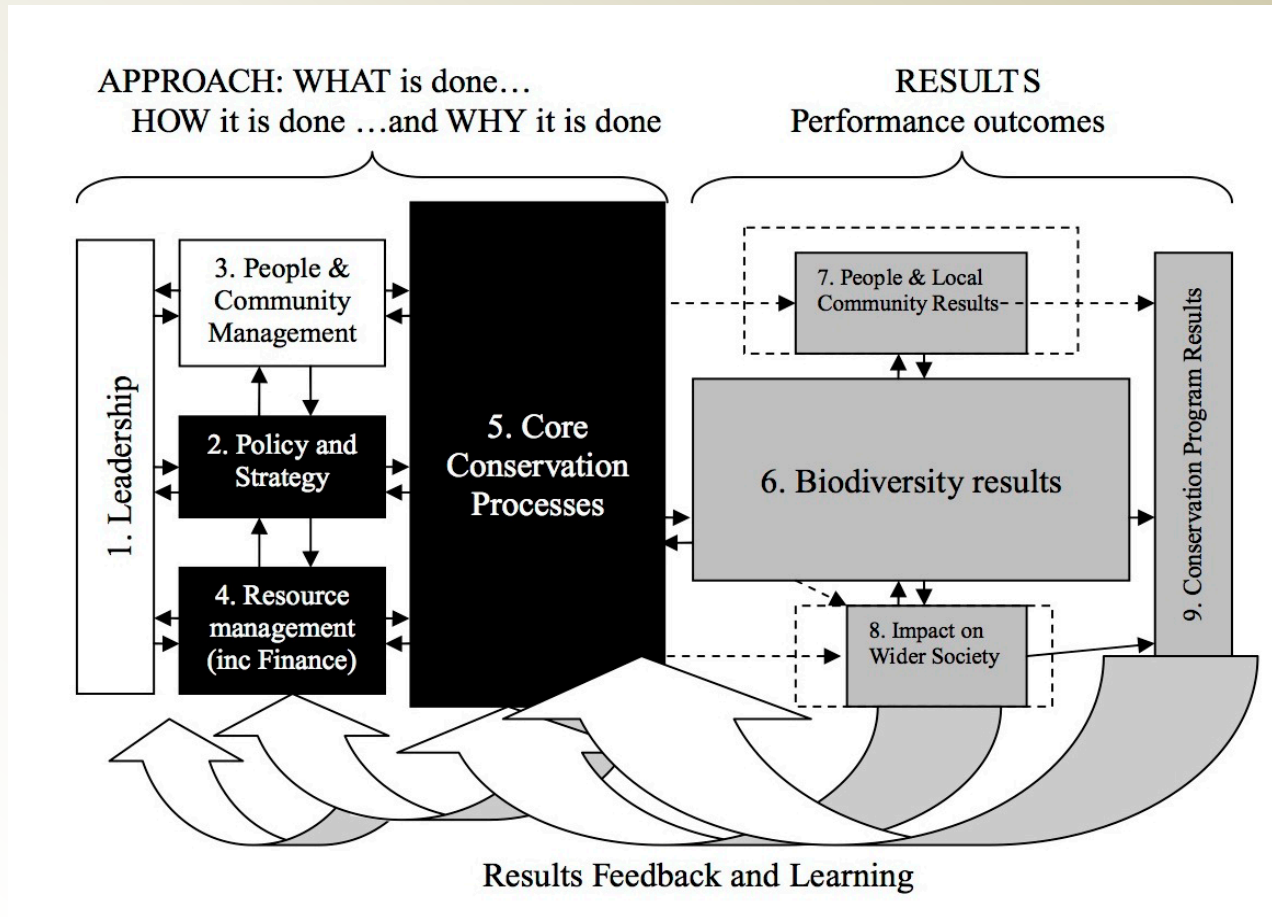
Measures “Adequate Yearly Progress” across states

Business – “Business excellence” a common approach

Measures of profit, sales growth, accountability, market share, customer satisfaction

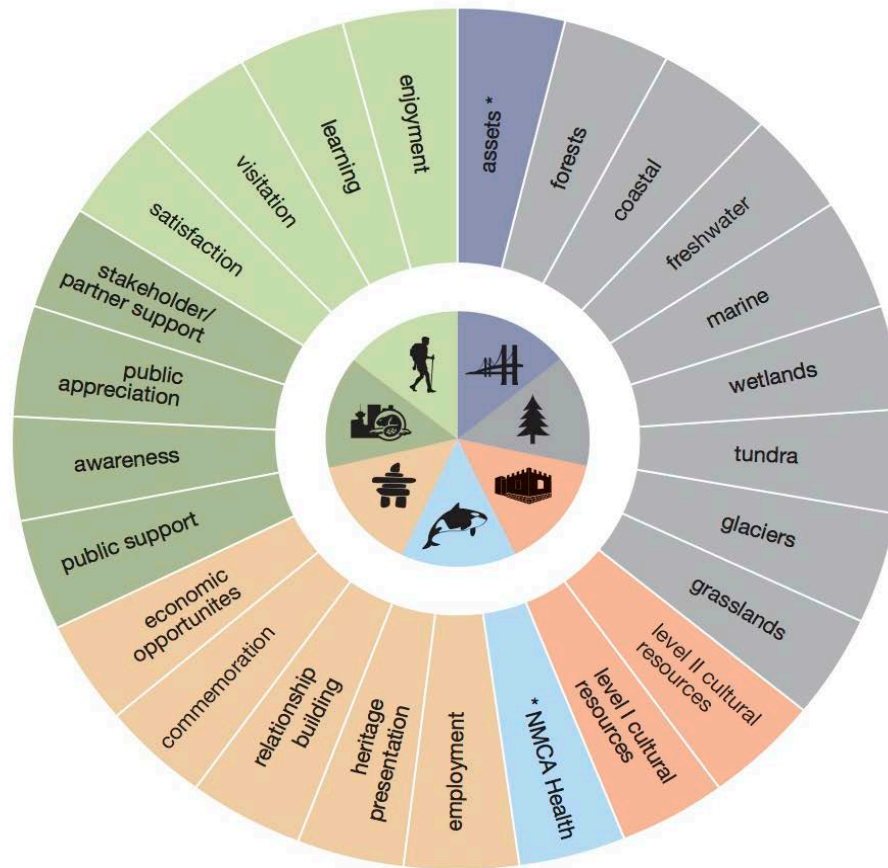
Successful businesses share common characteristics (vision, systems perspective, management based on outcomes, etc.)

THE “CONSERVATION EXCELLENCE MODEL”










The nine-box system from EFQM is translated into conservation terminology for Conservation Excellence (from Black and Groombridge 2010). The model is color coded by people (white), process (black), and performance (gray) for better understanding of the links between process and outcomes. The size of each box represents its potential relative importance.

THE PARKS CANADA APPROACH



Legend – Indicator Themes

Visitor Experience		Public Appreciation and Support	
Assets		Aboriginal Relationships	
Ecological Integrity		National Marine Conservation Area Health	
Cultural Resources			

* Suite of indicators in development

ANNIE E. CASEY FRAMEWORK

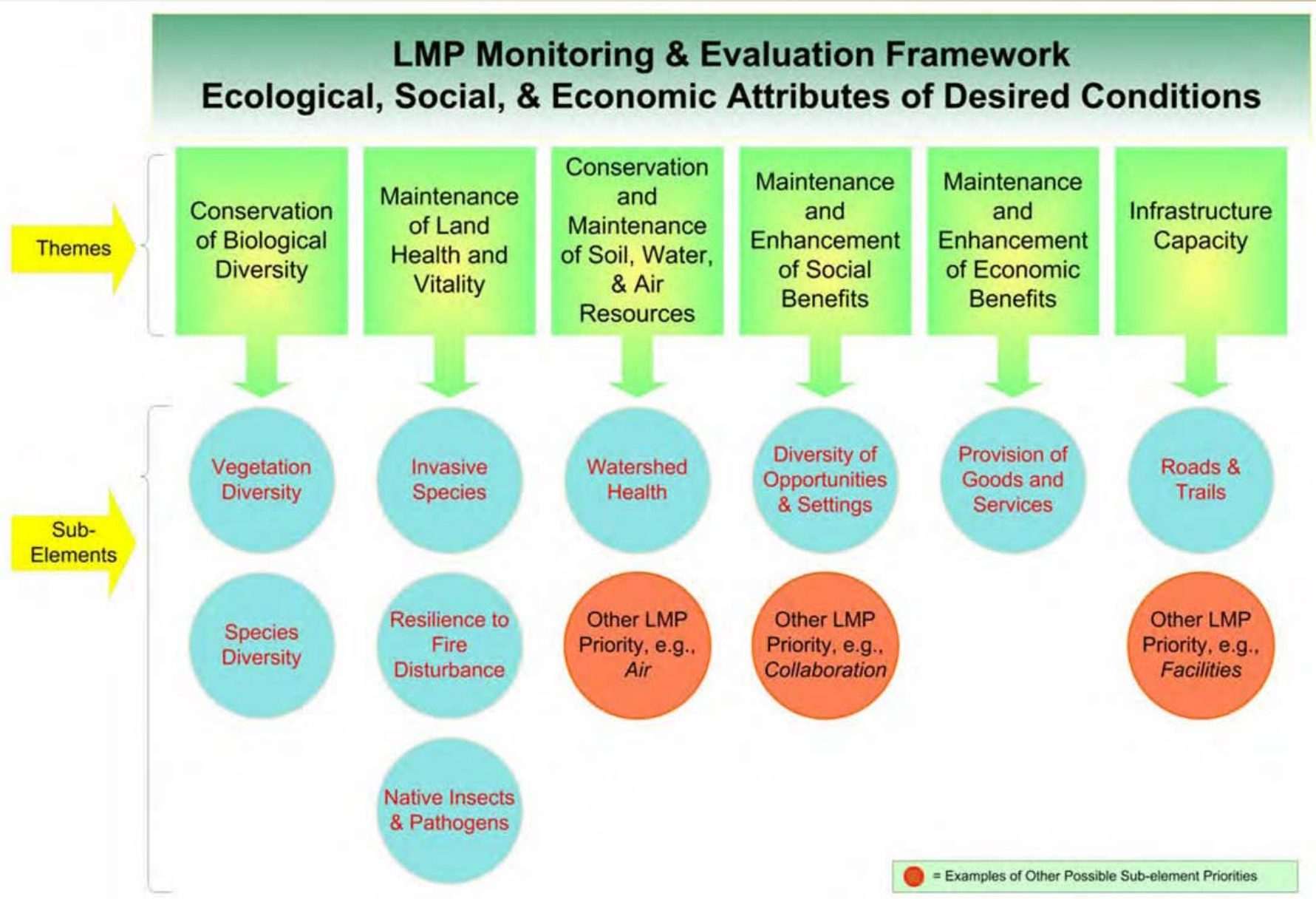
FOUR TYPES OF PERFORMANCE MEASURES (with examples)

QUANTITY WHAT WE DO		QUALITY HOW WELL WE DO IT
# Customers served # of children served by school/district/other organization	effort	% Customers served well % of families satisfied with their schools
# Activities # of workshops presented		% Activities performed well % of activities receiving high ratings in structured peer reviews

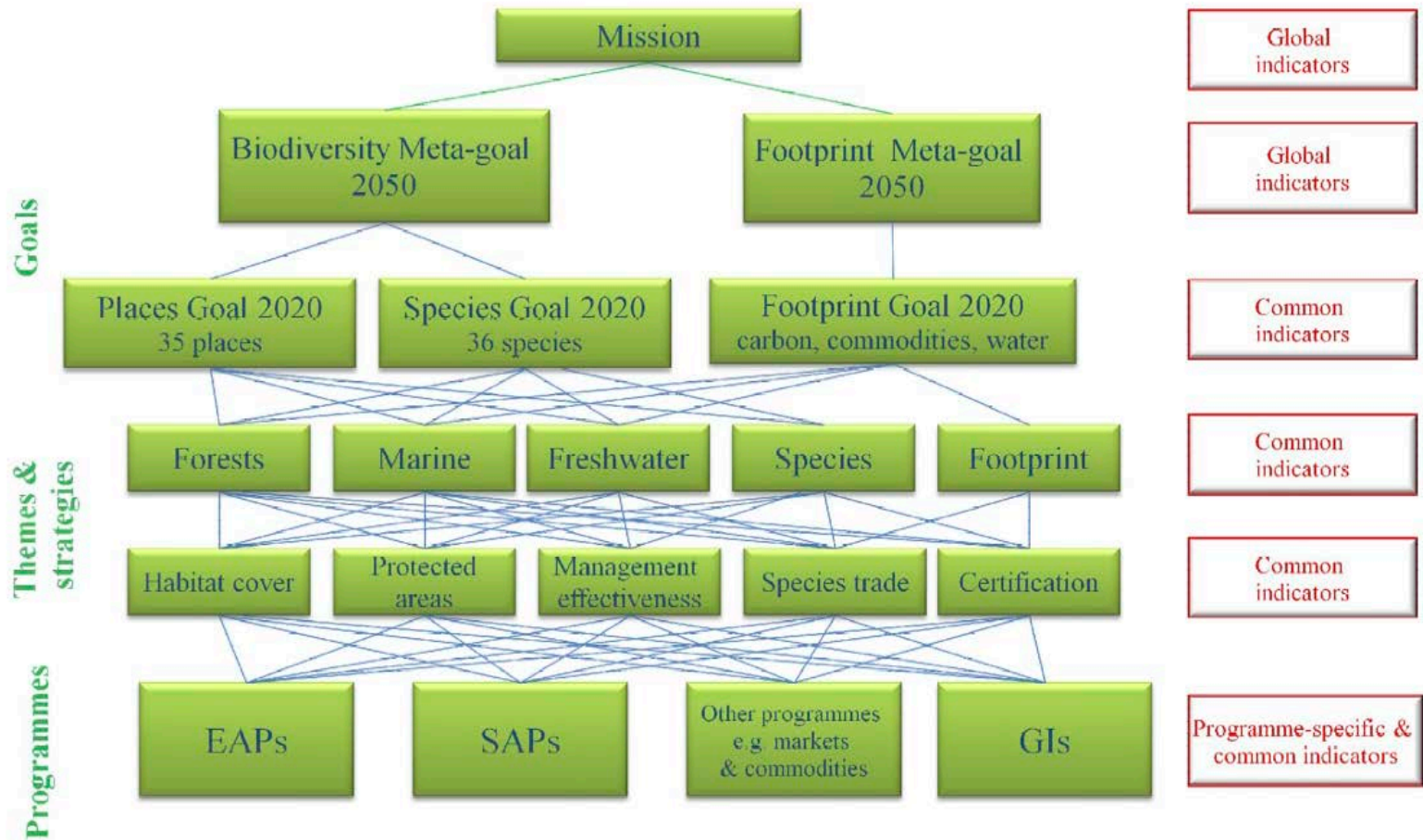
EFFECTIVENESS

# WITH IMPROVEMENT IN:		% WITH IMPROVEMENT IN:
SKILLS # of students meeting targets for annual progress		SKILLS % of students meeting high targets for proficiency in reading and math
ATTITUDE # of families reporting they feel equipped to participate in school decision-making	effect	ATTITUDE % of families reporting they feel equipped to participate in school decision-making
BEHAVIOR # of students pursuing post-secondary education		BEHAVIOR % of students successfully pursuing post-secondary education
CIRCUMSTANCE # of new schools approved/opened		CIRCUMSTANCE % of families with access to multiple quality school choices

USFS Performance Measures Framework

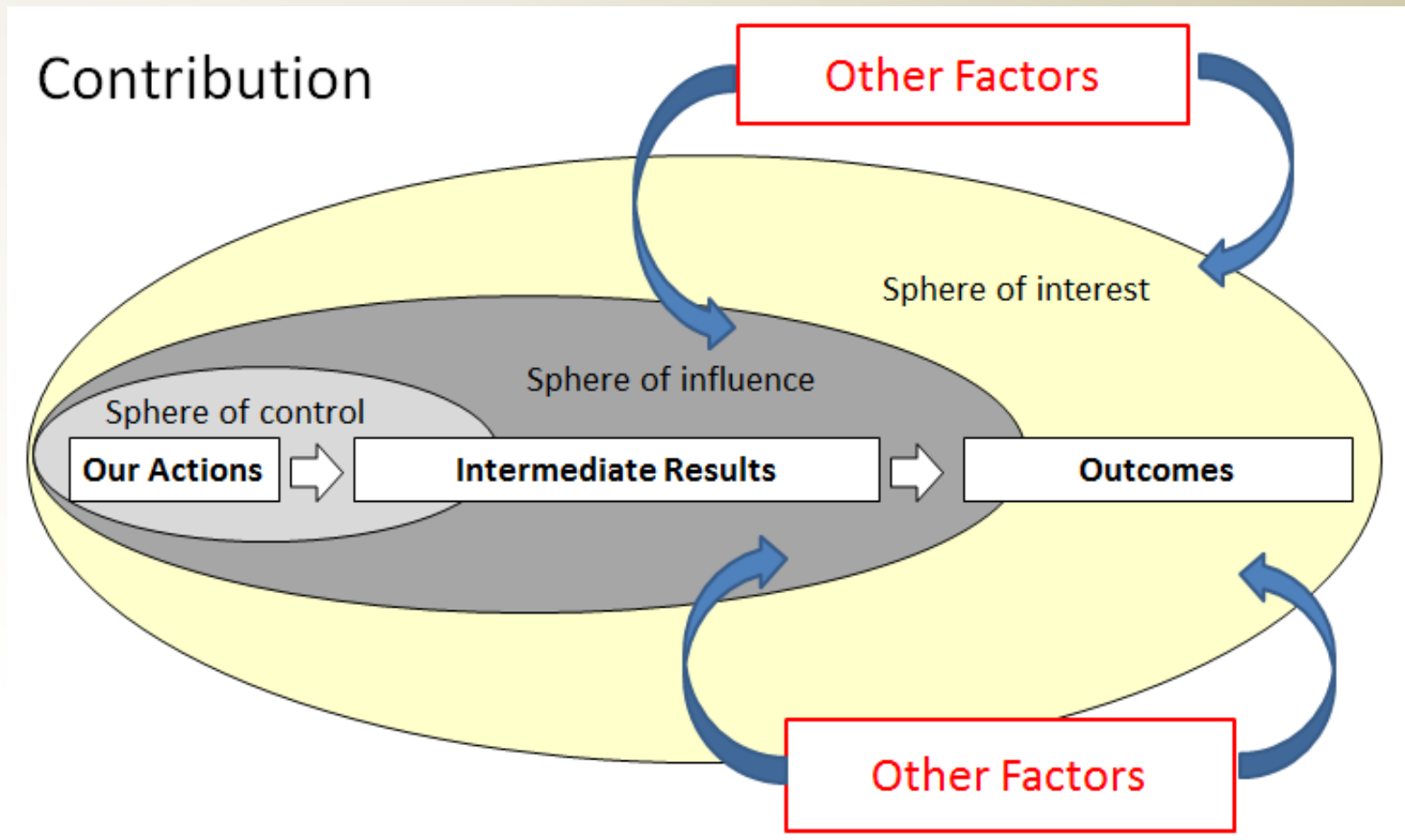


Open Standards for the Practice of Conservation



A schematic diagram to demonstrate how monitoring data from global and common indicators will be used by WWF to assess trends within and between programs, themes, and strategies. Note: Certain variables still need to be factored in to the model (e.g. climate change, cross-cutting policy work).

The Nature Conservancy's "Measures for Managing"



Adapted from: Robert Chipimbi and Simon Hearn. 2009. Outcome Mapping: bringing learning into development programs.

Results: LCC Performance Measures Decisions

1. Just a few measures that are meaningful
2. 5-6 measures of which each LCC can report on at least 1
3. Directly related to mission of LCCs
4. Focus on “value added”
5. Only audience is OMB (funding purposes)
6. LCCs report to OMB as a unit – they don’t want to compete with each other
7. Because not all LCCs are run by USFWS, there is disagreement on reporting
8. LCCs can develop their own measures at the local level if they want to

Final Thoughts

1. The majority of promising measures frameworks have not been implemented or are not yet being implemented to the satisfaction of practitioners
2. There is a tension between accountability, transparency, attribution and contribution in landscape-level biodiversity conservation endeavors
3. The iterative and complex nature of biodiversity conservation at a landscape scale may confound the application of formal measures frameworks that are not, themselves, explicitly adaptive
4. High-level reporting of 3-4 key quantitative metrics of “value added” that are responsive to the interests of critical top-level funders supplemented with qualitative context has the greatest practical appeal

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DECISION WILL BE
BASED SOLELY ON
QUANTIFIABLE
PERFORMANCE MEASURE-
MENTS.

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